

Schedule F: Agency Workforce Plan and the Texas Workforce System Strategic Plan

Overview

A. Agency Mission

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Occupations Code, Chapter 201 to ensure the health, safety and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

B. Agency Strategic Goals and Objectives

Goal A: To ensure public protection

Objectives:

A.1: Ensure all chiropractors meet minimum licensing standards Objective

A.2: Ensure chiropractors comply with established law and rules

C. Core Business Functions

The Texas Board of Chiropractic Examiners licenses Doctors of Chiropractic (DCs). The Board also investigates alleged violations of the Texas Occupations Code and the Board's rules.

D. Anticipated Changes to the Mission, Goals and Strategies Over Next Five Years

The TBCE does not anticipate any changes within the mission and goals over the next five years. The agency will reevaluate goals and strategies each year.

Current Workforce Profile

A. Critical Workforce Skills

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of fourteen (14) full-time equivalent employees (FTEs), but with only 10.5 positions filled due to budget limitations. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility, including

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working with the State Office of Administrative Hearings (SOAH).
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.

7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

B. Workforce Demographics

The following table presents a profile of the agency's workforce as of March 2022.

Agency Employees By Gender	Hispanic	African American	White	Native American	Total
Female	1	0	3		4
Male		1	5.5		6.5
Total	1	1	8.5		10.5

C. Employee Turnover

For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay or retire.

D. Retirement Eligibility

One half-time FTE was a retiree/re-hire. One other FTE is a retiree/re-hire.

Future Workforce Profile

These are the changes the TBCE anticipates in its workforce within the next few years.

A. Critical Functions

Budget reductions would cause the agency to reduce its FTEs during the 2023-2024 biennium. It is expected that any necessary staff reductions would be temporary based on availability of funds. Based on higher average salaries in the region, a badly needed investigator role in Houston was difficult to fill and retain, so a half-time FTE was hired from Seguin and an additional FTE was hired in San Antonio. These hires are improving the Agency's response and closure times, but with an increase in travel expenditures.

If provided for with a change to the Board's statute and an appropriations increase (with a corresponding increase of the biennial licensing renewal fee), the Board would hire a ½-time chiropractic director, classified as Chiropractor I in a new state classification. This new classification would be substantially similar to PHYSICIAN I (4436), which is a B32 and has a full-time salary range of \$122,972 - \$207,977. The Board would also use these non-diluted/swept funds to fill two administrative roles to allow enforcement and licensing staff to concentrate on their primary roles and responsibilities instead of administrative work.

Currently, enforcement and licensing staff are spending about 30 percent of their time on administrative duties.

No other changes in the critical functions to be performed by staff are expected.

B. Expected Workforce Changes

TBCE's workload has increased due to increased numbers of new licensees, as well as an increase in the complexity of enforcement cases and hearings. Advances in technology will continue to impact the agency by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. The agency expects the average age of its workers to continue to increase over the next five years.

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

The agency has been unable to fill all of the available FTEs allocated due to the agency's small budget. In order to maintain a competent and well-trained staff, annual salary increases and training expenses are mandatory, leaving scant funds to utilize the entire complement of FTEs allowed. Inflation adds pressures as well since the limited raises the Agency can offer under historical budgets cannot match or exceed the rate of inflation, which adds to the risk of turnover. Furthermore, the agency has several key personnel that would be extremely difficult, if not impossible to replace at their current salary levels.

If the state's financial picture changes dramatically, budget reductions would mandate that the remaining open FTEs would stay unfilled.

In this case, staff would attempt to address additional demands on the workforce by changes in operations and better use of technology, but negative impacts on performance measures would be expected.

D. Additional Critical Competencies

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, these additional attributes are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

Like most other small state agencies, retention of staff is frequently a challenge due to high workloads and lack of funding to provide competitive salaries.

TBCE employees continue to need training in critical and future workforce skills. There is a small deficit in change management, process re-engineering and problem-solving skills. Ongoing internal training will attempt to address these issues.

B. Strategy Development

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

1. Continue to develop skills of current employees.

Goal: Provide in-agency and off-site training for current employees.

Rationale: The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

Action Steps:

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross-training as an agency value.

2. The agency has some difficulty in attracting and retaining skilled employees.

Goal: Become an employer of choice.

Rationale: Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's budget.

Action Steps:

- Develop and implement a plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.
- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.